



MEKONG INSTITUTE

TERMS OF REFERENCE (TOR)

Consultancy:	Strategic Plan (2021–2025) Evaluation and Strategic Plan (2026-2030) Development
Type:	Individual Consultancy Service
Duration	Intermittent (February-August 2025)
Location:	Home-based and Fieldwork

I. Introduction

The Mekong Institute (MI) is an intergovernmental organization dedicated to fostering regional cooperation and integration in the Greater Mekong Subregion (GMS). Through capacity development, dialogue, and policy advocacy, MI works to accelerate inclusive and resilient regional development in the GMS. Established and represented by Cambodia, China, Lao PDR, Myanmar, Thailand, and Viet Nam, MI aligns its strategies with the 2030 Agenda for Sustainable Development, the ASEAN Community Building efforts, the GMS Cooperation Program Strategic Framework 2030, and other international, regional, and subregional cooperation mechanisms through the implementation of projects in key areas such as Agricultural Development and Commercialization, Trade and Investment Facilitation, and Sustainable Energy and Environment. These efforts are complemented by a focus on cross-cutting issues, including social inclusion and vulnerability, the digital economy and innovation, and labor mobility, to drive holistic and sustainable development impacts within the GMS and beyond.

The current [Strategic Plan \(2021–2025\)](#) provides the framework for MI's programs and initiatives, aiming to establish the organization as a leading institution for capacity development, a trusted advisory service provider, and a regional think tank. However, the COVID-19 pandemic caused significant disruptions, delaying the implementation of some strategic activities until mid-2022. As MI looks ahead to its next Strategic Plan (2026–2030), it recognizes the urgency of addressing major transboundary challenges affecting the GMS. The region faces pressing issues requiring a comprehensive strategy to advance sustainable development, economic stability, and social cohesion. The Strategic Plan (2021–2025) Evaluation and the Development of the New Strategic Plan (2026-2030) offers MI an important opportunity to reassess its strategic direction, ensuring its approach remains relevant and adaptable to evolving regional priorities. By aligning its priorities and approaches with these emerging challenges, MI aims to reinforce its role in driving coordinated regional efforts. Grounded in a deep understanding of interconnected structural dynamics, MI is committed to effectively addressing current and future challenges, further cementing its position as a vital force for regional cooperation and development.

II. Objectives

The consultancy to Evaluation of Strategic Plan 2021-2025 and Formulation of Strategic Plan 2026-2030 for the Mekong Institute serves two overarching objectives:

- Evaluating Strategic Plan 2021-2025: to assess the achievements, challenges, and overall relevance of the current strategic plan.
- Formulating Strategic Plan 2026-2030: to develop a comprehensive new strategic plan based on the evaluation findings, stakeholder inputs, and future opportunities in the GMS region.

III. Expected Outputs

1. Strategic Plan 2021-2025 Evaluation Report
2. Strategic Plan 2026-2030

IV. Overall, Scope of Work

Each Phase will be running in parallel with each other.

Evaluation of Strategic Plan 2021-2025	Formulation of Strategic Plan 2026-2030
Utilizing findings from the “ Study on Strategic Directions for the Mekong Institute in Addressing Global ”, Mid-term Review results and other relevant documents as a basis of desk review, secondary data collection, and initial stakeholders consultation to inform the evaluation of the strategic plan.	Utilizing findings from the “ Study on Strategic Directions for the Mekong Institute in Addressing Global ”, Mid-term Review results, and other relevant documents as a basis of desk review, secondary data collection, and initial stakeholders consultation to inform the formulation of the new strategic plan.
Review and analyze key results of the MI’s documentation from the country-level stakeholder consultation process and results in the GMS countries including Cambodia, Myanmar, Lao PDR, Vietnam, Thailand, China (Yunnan, Guangxi) for the purpose of integrating key insights into the Strategic Plan 2021-2025 Evaluation report.	Review and analyze key results from the MI’s documentation of the national stakeholder consultations in the GMS countries including Cambodia, Myanmar, Lao PDR, Vietnam, Thailand, and China (Yunnan, Guangxi) to inform strategic direction for 2026-2030.
Summarize findings and provide recommendations and write Strategic Plan 2021-2025 Evaluation report.	Develop the Results Framework, Theory of Change, and MEL framework for the new strategic plan in collaboration with MI’s MEL Unit, SMT, and other relevant internal and external stakeholders.
	Write the Strategic Plan 2026-2030.

V. Deliverables

- Inception report.
- Strategic Plan 2021-2025 Evaluation Report
- Strategic Plan 2026–2030

I. Timeline

Activity	Feb 2025	March 2025	April 2025	May 2025	June 2025	July 2025	Aug 2025
Inception Report and Workplan							
Utilizing findings to inform the SP evaluation and development							
Country-level Stakeholders consultation							
Summarize preliminary findings and provide recommendations							
Write strategic plan 2021-2025 Evaluation report							
Write Strategic Plan 2026–2030							

The consultancy is an intermittent and flexible home-based assignment, with specific requirements for onsite presence during country consultations. The total duration of the assignment is approximately 30 working days. MI will cover transportation, per diem, and other travel-related expenses necessary for the assignment, including those incurred during in-country consultations.

II. Consultant Qualifications

The selected consultant should possess the following qualifications, experience, and skills to ensure the successful delivery of the assignment:

1. Educational Background

- A minimum of a master’s degree in organizational development, Strategic Management, Monitoring and Evaluation of Development programs.

2. Professional Experience

- At least 10 years of experience in strategic planning, evaluation, and development, preferably in international development or regional cooperation contexts.

- Proven experience in conducting evaluations and developing strategic frameworks for intergovernmental organizations or non-governmental organizations working in the Greater Mekong Subregion (GMS) or Southeast Asia.
- Demonstrated knowledge and application of Appreciative Inquiry as a facilitative approach to strategic evaluation and planning, ensuring a focus on strengths, successes, and opportunities for growth.
- Experience in stakeholder engagement, including facilitating consultations and workshops with diverse groups such as government representatives, private sector actors, civil society organizations, and development partners.
- Familiarity with regional cooperation frameworks, such as the ASEAN Community Building, GMS Cooperation Program, and related international development mechanisms.

3. Skills and Competencies

- Strong analytical skills with the ability to synthesize findings and develop actionable recommendations.
- Proficiency in designing and implementing participatory methodologies, including Appreciative Inquiry, to foster stakeholder ownership and collaboration.
- Excellent facilitation and communication skills, including the ability to facilitate stakeholder workshops, consultations, and discussions.
- Advanced report-writing skills with a proven ability to produce clear, concise, and actionable documents, including strategic frameworks, results frameworks, and MEL (Monitoring, Evaluation, and Learning) frameworks.
- Familiarity with both quantitative and qualitative data collection and analysis methods.
- Proficiency in English (written and spoken) is required. Knowledge of GMS languages is an advantage.

4. Personal Attributes

- Strong interpersonal skills and cultural sensitivity, with the ability to work effectively with stakeholders from diverse backgrounds.
- Highly organized, with excellent time management and the ability to meet tight deadlines.
- Demonstrated commitment to the principles of sustainability, inclusivity, and collaboration in regional development.

III. Submission Requirements

Interested consultants are requested to submit the following:

1. An updated CV.
2. Assignment proposal, which also includes a breakdown of the proposed number of days required for the assignment (inputs) and a proposed daily rate.
3. A sample of previous work with similar assignments.

Shortlisted applications will be requested for an online interview and a short presentation of the proposal. Application should be submitted electronically to procurement@mekonginstitute.org and cc panhaka@mekonginstitute.org and panhary@mekonginstitute.org by **20 January 2025**.